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AFFIRMATIVE ACTION PLAN 1987 - 1991

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ADMINISTRATIVE REPORT LJ-87-04

This Administrative Report is issued as an informal document to ensure prompt dissemination of preliminary results, interim reports and special studies. We recommend that it not be abstracted or cited.

SOUTHWEST FISHERIES CENTER

A F F I R M A T I V E A C T I O N P L A N

1987 - 1991

Prepared by Virginia Hostler

March 1987

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UNITED STATES DEPARTMENT OF COMMERCE
National Oceanic and Atmospheric Administration
NATIONAL MARINE FISHERIES SERVICE

Southwest Fisheries Center
P.O. Box 271
La Jolla, CA 92038

February 17, 1987

Dear Staff:

I am pleased to enclose for your information a copy of the Southwest Fisheries Center's Affirmative Action Plan for the years 1987-1991. It is the result of many hours of thought and effort by many of the La Jolla staff, the EEO Committee and by a special group set up to write the plan, chaired by Virginia Hostler, and consisting of David Mackett, Norman Bartoo and John Carr. I commend their diligence and dedication for a job well done!

I should like to take this opportunity to share with you some of my own thoughts and feelings about affirmative action in the federal government. First off, I support the program wholeheartedly; I believe it is the fair and right way to approach this problem. It is, however, not enough for the success of the Affirmative Action Plan that it has my support or that of Center management. The success of any Plan is absolutely dependent on each of you being aware of the special goals and objectives we are striving to achieve. Further, the achievement of these goals requires your continuing and active interest, sincere cooperation, and willingness to help translate these ideals and objectives into concrete reality.

As I see it our Affirmative Action Plan is not simply a collection of pious hopes but a blueprint for a practical and achievable set of goals. I ask that you read this Affirmative Action Plan carefully and to think about it. If you have any comments on this Plan or suggestions on how we can carry out the Plan more effectively or make it more responsive to our perceived needs, I would value your views.

With your help we can make progress during the next five years toward our ultimate goal of an Affirmative Action program at the Southwest Fisheries Center that will function without fear or favor to further our mutual good.

Sincerely yours,

Izadore Barrett
Center Director

Enclosure

FOREWORD

The policy of Equal Employment Opportunity is an integral part of the personnel management program at the Southwest Fisheries Center. To achieve Equal Employment Opportunity it is necessary to devise strategies and policies that will ensure that judgments on personnel matters in employment, placement, training, classification, incentive awards, and any other aspects of personnel matters, are devoid of any discrimination and that the judgments are based solely on the principles of the merit system. Our Affirmative Action Plan for 1987 to 1991 is the set of strategies and policies that we will pursue to achieve Equal Employment Opportunity. Every manager, supervisor, and employee must take personal responsibility in working towards accomplishing the Center's EEO goals.

In our last Affirmative Action Plan, we successfully met the goals we had set down to achieve equal employment opportunity. The last AAP, which covered the years 1982 to 1986, comprised three goals:

Goal I: Increase by three the number of minorities, women, and handicapped (MWH) persons selected for management and supervisory positions GS 11+.

Accomplishment: Net increase of 11 MWH persons.

Goal II: Increase by three the number of professionally qualified MWHs selected at the workforce entry level or GS 5/7.

Accomplishment: Net increase of 11 MWH persons.

Goal III: Increase by five the number of qualified candidates at the entrance level for NOAA professional positions (Junior Fellowship Program).

Accomplishment: Increase of eight MWH persons in the Junior Fellowship Program.

Along with the goal accomplishments, we made progress in other areas:

- Acquisitions: There were 40 permanent positions filled. Twelve (30%) of the positions had been returned to entry level positions to create a career ladder position. Of the 40 positions, 21 (52.5%) were filled by MWH persons.

- Promotions: There were 45 promotions centerwide and of the 45, 28 (62.2%) MWH persons were promoted.

In reviewing the workforce of the Southwest Fisheries Center, we found that minorities were underrepresented in some areas and overrepresented in others. Despite the great strides we had made in achieving minority representation, there are still several areas we need to improve.

In the new Affirmative Action Plan, we will address the areas that still need improvement. The AAP is based on the existing employment situation and is directed at special programs related to assuring equal employment for women and minorities. The plan has been purposely generalized so that it will be applicable to all of the Southwest Fisheries Center.

Southwest Fisheries Center
Affirmative Action Plan
1987-1991

This affirmative action plan is a synthesis of hundreds of ideas and suggestions. Many of the staff members at the Center participated in developing this multi-year affirmative action plan, which is the culmination of several workshops and meetings that took place over the course of 12 months.

- In September 1985, The Employment Manager analyzed the current workforce at the Center and prepared data on the status of the workforce. The information was presented in a seminar in January 1986 entitled "SWFC's Affirmative Action Goals, Performance and Current Status of the SWFC staff and the Civilian Workforce."

- Immediately following this seminar, a workshop of 20 participants was held to develop ideas for setting goals and objectives for the new multi-year AAP.

- The SWFC's EEO Committee organized the ideas into goals and objectives.

- The newly organized goals and objectives were presented to the Center Director for selection of the goals and objectives for the new Affirmative Action Plan.

- Once the goals and objectives were selected, another workshop of 20 participants was conducted to identify barriers (problems) to achieving the goals, and the participants organized the information on these barriers.

- Next, 35 Center staff members acting independently identified actions that would help overcome the barriers.

- Finally, a panel reviewed all proposed actions and organized the information into action items.

Five affirmative action goals and the barriers are described in this multi-year Affirmative Action Plan, and the specific positive actions to help overcome the barriers to these goals are described. Although there are some barriers, such as restrictions on hiring and promotions, below-average pay for several professional/technical/administrative and clerical series, and the high cost of living in the commuting area of the Center's Laboratories, that are beyond the control of Center management, there are other barriers that can be overcome through specific, positive actions.

Goal I: To attain 10 percent[1/] representation of Blacks, Hispanics or American Indians on the staff of the SWFC by 1991.

Purpose: To increase the proportion of under-represented minorities at the SWFC.

FY 1986 Situation: Currently 7 percent of the FTP employees are Black or Hispanic (13 out of 192 FTP).

Barriers:
1. Inadequate funding or pay scale.
2. Inadequate recruitment efforts.
3. Lack of qualified candidates.
4. Bias of hiring officials.
5. Administrative restrictions.
6. Limited openings.
7. Failure to develop/train in-house candidate or modify selection criteria.
8. Poor public image of government employment.
9. High cost of living near laboratories.

Actions Planned: (Responsible Persons)

- Implement and monitor progress of affirmative action by senior official. (Deputy Director)

- Include affirmative action as a critical element in Performance Management and Recognition System (PMRS) and General Workforce Performance Appraisal System (GWPAS) plans of managers and supervisors. (Supervisors)

- Sponsor annual supervisory training to include:
  - prejudice, awareness and eradication
  - bias awareness (Center Director)

- Establish and implement Southwest Fisheries Center policy for supervisors to actively seek minorities for recruitment. (Center Director)

- Continue participation in "Meet the Scientist" program. (Center Director and volunteers)

- Publically recognize outstanding affirmative action efforts of Center staff members by publishing article in
  - Director's Information Brief
  - Local newspapers
  - Center Report of Activities
  - Commerce People magazine
  - etc. (Center Director)

[1/] At present employment level an increase of 6 would meet 1991 goal.

Goal 1: Continued

- Distribute all vacancy announcements to:

  - Other Federal agencies
  - Community Outreach Organizations
  - Local trade/vocational schools
  - State unemployment offices
  - Minority organizations

  (Employment Manager)

- Target minority schools and conduct on-site recruitment.

  - Provide assistance with application procedures

  (Employment Manager)

- Provide opportunities to Southwest Fisheries Center staff members who seek to recruit minorities.

  (Deputy Director)

- Provide opportunities for all staff members to assist with recruitment efforts.

- Develop a comprehensive training policy and plan for the Southwest Fisheries Center. (Center Director and Deputy Director)

- Select at least one (per Laboratory or Division) MWH employee for Upward Mobility positions and train them.

  (Center Director)

- Provide incentives for supervisors to initiate Individual Development Plans for their employees.

  (Center Director, Lab Directors and Division Chiefs)

- Facilitate transfers between Divisions and Laboratories to enhance career growth. (Center Director)

- Establish career ladder positions:

  - every vacant position to be evaluated for possible downgrading and established as a career ladder position.

  - provide funding for additional expenses related to downgrading a position. (Center Director, Lab Directors and Division Chiefs)

- Establish a Center budget for training.

  (Center Director)

- Annually identify upcoming vacancies and establish a recruitment plan. (Employment Manager)

- Include training of staff as a major activity item in supervisors' work plans. (Supervisors)

- Conduct on-site recruitment at colleges and universities. (Center Management Team)

- Participate in REGY, Upward Bound and Junior Fellowship Programs. (Center Director)

- Actively seek minority candidates for the NRC Post-Doctoral Program. (Laboratory Directors and Division Chiefs)

- Notify MWH's on staff when registers are open:

  - Provide advice and application procedures.
  - Provide written information on "How to Get a Permanent Government Job" (Employment Manager)

Goal II. To attain 20 percent [2/] representation of minorities, women or handicapped in the GS/GM 13-15 supervisory/ managerial group at the SWFC by 1991.

Purpose: To improve the representation of MWH at the top managerial level within the SWFC.

FY 1986 Situation: The current percentage of MWH GS/GM 13-15 is 16 (6 out of 38).

Barriers: 1. Inadequate funding or pay scale.
3. Lack of qualified candidates.
4. Bias of hiring officials.
5. Administrative restrictions.
6. Limited openings.
7. Failure to develop/train in-house candidates or modify selection criteria.

Actions Planned: (Responsible Persons)

- Implement and monitor progress of affirmative action by senior official. (Deputy Director)

- Include affirmative action as a critical element in PMRS and GWPAS plans of managers and supervisors. (Supervisors)

- Sponsor annual supervisory training to include:

  - prejudice, awareness and eradication
  - bias awareness (Center Director)

- Establish and implement Southwest Fisheries Center policy for supervisors to actively seek minorities for recruitment. (Center Director)

- Continue participation in "Meet the Scientist" program. (Center Director and volunteers)

- Publically recognize outstanding affirmative action efforts of Center staff members by publishing article in

  - Director's Information Brief
  - Local newspapers
  - Center Report of Activities
  - Commerce People magazine
  - etc. (Center Director)

[2/] At present level an increase of 2 MWH would meet 1991 goal.

Goal II: (Continued)

- Develop a comprehensive training policy and plan for the Southwest Fisheries Center. (Center Director and Deputy Director)

- Select at least one (per Laboratory or Division) Minorities, Women, Handicapped (MWH) employee for Upward Mobility positions and train them. (Center Director)

- Provide incentives for supervisors to initiate Individual Development Plans for their employees. (Center Director, Lab Directors and Division Chiefs)

- Facilitate transfers between Divisions and Laboratories to enhance career growth. (Center Director)

- Establish career ladder positions:

  - every vacant position to be evaluated for possible downgrading and establishment as a career ladder position.

  - provide funding for additional expenses related to downgrading a position. (Center Director, Lab Directors and Division Chiefs)

- Establish a Center budget for training. (Center Director)

- Annually identify upcoming vacancies and establish a recruitment plan. (Employment Manager)

- Include training of staff as a major activity item in supervisors' work plans. (Supervisors)

- Conduct on-site recruitment at colleges and universities. (Center Management Team)

- Participate in REGY, Upward Bound and Junior Fellowship Programs. (Center Director)

- Actively seek minority candidates for the NRC Post-Doctoral Program. (Laboratory Directors and Division Chiefs)

- Notify MWHs on staff when registers are open:

  - Provide advice and application procedures.
  - Provide written information on "How to Get a Permanent Government Job" (Employment Manager)

Goal III: To attain 50 percent[3/] representation of minorities, women and handicapped in the professional series GS-5 to 12 in the SWFC by 1991.

Purpose: To increase the proportion of MWH in the professional level positions.

FY 1986 Situation: Currently 41 percent of GS 5-12 professionals are MWH (33 out of 81 FTP).

Barriers:
1. Inadequate funding or pay scale.
2. Inadequate recruitment efforts.
3. Lack of qualified candidates.
4. Bias of hiring officials.
5. Administrative restrictions.
6. Limited openings.
7. Failure to develop/train in-house candidates or modify selection criteria.
8. Poor public image of government employment.
9. High cost of living near laboratories.

Actions Planned: (Responsible Persons)

- Implement and monitor progress of affirmative action by senior official. (Deputy Director)

- Include affirmative action as a critical element in PMRS and GWPAS plans of managers and supervisors. (Supervisors)

- Sponsor annual supervisory training to include:
  - prejudice, awareness and eradication
  - bias awareness (Center Director)

- Establish and implement Southwest Fisheries Center policy for supervisors to actively seek minorities for recruitment. (Center Director)

- Continue participation in "Meet the Scientist" program. (Center Director and volunteers)

- Publically recognize outstanding affirmative action efforts of Center staff members by publishing article in
  - Director's Information Brief
  - Local newspapers
  - Center Report of Activities
  - Commerce People magazine
  - etc. (Center Director)

[3/] At present level an increase of 7 MWH would meet 1991 goal.

- Distribute all vacancy announcements to:

  - Other Federal agencies
  - Community Outreach Organizations
  - Local trade/vocational schools
  - State unemployment offices
  - Minority organizations

  (Employment Manager)

- Target minority schools and conduct on-site recruitment.

  - Provide assistance with application procedures

  (Employment Manager)

- Provide opportunities to Southwest Fisheries Center staff members who seek to recruit minorities.

  (Deputy Director)

- Provide opportunities for all staff members to assist with recruitment efforts.

- Develop a comprehensive training policy and plan for the Southwest Fisheries Center. (Center Director and Deputy Director)

- Select at least one (per Laboratory or Division) MWH employee for Upward Mobility positions and train them.

  (Center Director)

- Provide incentives for supervisors to initiate Individual Development Plans for their employees.

  (Center Director, Lab Directors and Division Chiefs)

- Facilitate transfers between Divisions and Laboratories to enhance career growth. (Center Director)

- Establish career ladder positions:

  - every vacant position to be evaluated for possible downgrading and established as a career ladder position.

  - provide funding for additional expenses related to downgrading a position. (Center Director, Lab Directors and Division Chiefs)

- Establish a Center budget for training.

  (Center Director)

- Annually identify upcoming vacancies and establish a recruitment plan. (Employment Manager)

- Include training of staff as a major activity item in supervisors' work plans. (Supervisors)

- Conduct on-site recruitment at colleges and universities. (Center Management Team)

- Participate in REGY, Upward Bound and Junior Fellowship Programs. (Center Director)

- Actively seek minority candidates for the NRC Post-Doctoral Program. (Laboratory Directors and Division Chiefs)

- Notify MWH's on staff when registers are open:

  - Provide advice and application procedures.
  - Provide written information on "How to Get a Permanent Government Job" (Employment Manager)

Goal IV. To attain 12 percent[4/] representation of Blacks, Hispanics and American Indians in the GS 3-10 levels of Administrative/Clerical positions.

Purpose: To increase the proportion of under-represented minorities in the Administrative/Clerical positions.

FY 1986 Situation: Currently there are no Black or Hispanic persons (FTP) in the GS 3-10 levels of Administrative/Clerical series. (0 out of 24 FTP).

Barriers: 2. Inadequate recruitment efforts.
4. Bias of hiring officials.
5. Administrative restrictions.
6. Limited openings.
9. High cost of living near laboratories.

Actions Planned: (Responsible Persons)

- Implement and monitor progress of affirmative action by senior official. (Deputy Director)

- Include affirmative action as a critical element in PMRS and GWPAS plans of managers and supervisors. (Supervisors)

- Sponsor annual supervisory training to include:

  - prejudice, awareness and eradication
  - bias awareness (Center Director)

- Establish and implement Southwest Fisheries Center policy for supervisors to actively seek minorities for recruitment. (Center Director)

- Distribute all vacancy announcements to:

  - Other Federal Agencies
  - Community Outreach Organizations
  - Local trade/vocational schools
  - State unemployment offices
  - Minority organizations

  (Employment Manager)

- Conduct on-site recruitment at minority schools.

  - Provide assistance with application procedures

  (Employment Manager)

4/ At present level an increase of 3 would meet 1991 goal.

Goal IV: (Continued)

- Provide opportunities to Southwest Fisheries Center staff members who seek to recruit minorities.
  (Deputy Director)

- Provide opportunities for all staff members to assist with recruitment efforts.
  (Center Director and Volunteers)

Goal V. To attain 33 percent[5/] representation of Blacks, Hispanics and American Indians in the GS 3-10 Technical series at the SWFC.

FY 1986 Situation: Currently 25 percent of FTP in the GS 3-10 Technical series are Blacks or Hispanic (9 out of 36 FTP).

Barriers:
1. Inadequate funding or pay scale.
2. Inadequate recruitment of efforts.
3. Lack of qualified candidates.
4. Bias of hiring officials.
5. Administrative restrictions.
6. Limited openings.
9. High cost of living near laboratories.

Actions Planned: (Responsible Persons)

- Implement and monitor progress of affirmative action by senior official. (Deputy Director)

- Include affirmative action as a critical element in PMRS and GWPAS plans of managers and supervisors. (Supervisors)

- Sponsor annual supervisory training to include:
  - prejudice, awareness and eradication
  - bias awareness (Center Director)

- Establish and implement Southwest Fisheries Center policy for supervisors to actively seek minorities for recruitment. (Center Director)

- Continue participation in "Meet the Scientist" program. (Director's Office and Volunteers)

- Publically recognize outstanding affirmative action efforts of Center staff members by publishing article in
  - Director's Information Brief
  - Local newspapers
  - Center Report of Activities
  - Commerce People magazine
  - etc. (Center Director)

5/ At the present level an increase of 3 would attain full representation of these minorities.

- Distribute all vacancy announcements to:

  - Other Federal agencies
  - Community Outreach Organizations
  - Local trade/vocational schools
  - State unemployment offices
  - Minority organizations

  (Employment Manager)

- Target minority schools and conduct on-site recruitment.

  - Provide assistance with application procedures

  (Employment Manager)

- Provide opportunities to Southwest Fisheries Center staff members who seek to recruit minorities.

  (Deputy Director)

- Provide opportunities for all staff members to assist with recruitment efforts.

- Develop a comprehensive training policy and plan for the Southwest Fisheries Center. (Center Director and Deputy Director)

- Select at least one (per Laboratory or Division) MWH employee for Upward Mobility positions and train them.

  (Center Director)

- Provide incentives for supervisors to initiate Individual Development Plans for their employees.

  (Center Director, Lab Directors and Division Chiefs)

- Facilitate transfers between Divisions and Laboratories to enhance career growth. (Center Director)

- Establish career ladder positions:

  - every vacant position to be evaluated for possible downgrading and established as a career ladder position.

  - provide funding for additional expenses related to downgrading a position. (Center Director, Lab Directors and Division Chiefs)

- Establish a Center budget for training.

  (Center Director)

Goal V: Continued

- Annually identify upcoming vacancies and establish a recruitment plan. (Employment Manager)

- Include training of staff as a major activity item in supervisors' work plans. (Supervisors)

- Conduct on-site recruitment at colleges and universities. (Center Management Team)

- Participate in REGY, Upward Bound and Junior Fellowship Programs. (Center Director)

- Actively seek minority candidates for the NRC Post-Doctoral Program. (Laboratory Directors and Division Chiefs)

- Notify MWH's on staff when registers are open:

  - Provide advice and application procedures.
  - Provide written information on "How to Get a Permanent Government Job" (Employment Manager)